



Trafford Housing Trust

# The Social Return On Investment for CleanStart

By Adam Howell & Dervla McArt

**This report has been submitted to an independent assurance assessment carried out by The SROI Network. The report shows a good understanding of the SROI process and complies with SROI principles. Assurance here does not include verification of stakeholder engagement, data and calculations. It is a principles-based assessment of the final report.**

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## Executive Summary

SROI is a measurement framework that helps organisations to understand and manage the social, environmental, and economic value that they are creating. THT and partner organisations have long known that the CleanStart Programme, the employment of prolific and priority offenders to clean and clear empty properties, is inherently a creator of social value and therefore a ‘good thing’. What was less clear was just how good and why. Understanding the form and scale of that value is essential in driving improvements to the programme and creating competitive advantage as the service looks to expand.

Primary qualitative research was undertaken with both CleanStart operatives and other stakeholders<sup>1</sup> to determine outcomes from the time spent working with CleanStart. Quantitative research with past and present operatives was then undertaken to: measure said outcomes; quantify the financial value of the change in these outcomes; determine net impact, and complete cost benefit analysis. Secondary research determined likely outcomes for those stakeholders for which it was not possible to conduct primary research<sup>2</sup>. At each stage of the process materiality judgements meant some stakeholders did not appear in the final valuation.

In the process of undertaking any SROI some underlying assumptions have to be made. In instances where a degree of hypothesising was needed estimates were always conservative, so as not to inflate the findings. Where assumptions are made, these are tested in the SROI sensitivity analysis which appears later in this report.

The findings provide strong evidence that CleanStart provides good value for money. Looking solely from the perspective of the various government departments, CleanStart saves partner organisations significant expenditure on crime, incarceration, and offender management.

Perhaps more importantly, the analysis evidences considerable improvements in the physical, mental, financial and familial well-being of the ex-offenders that engage. Stability in any form is key to reducing the likelihood of re-offending, and for some, the change was transformative.

“It’s made me restart my life in a way....this is the most stable I’ve ever been in my life.”

The SROI for CleanStart is between £1.79 and £2.02 for every £1 invested. However, in addition to this there is further value created for the families of the operatives. As secondary research was utilised and assumptions made in determining this value, it is pertinent to provide this figure as part of a separate SROI. When included the SROI for CleanStart rises to between £2.03 and £2.51 for every £1 invested.

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<sup>1</sup> ProcurePlus and the Spotlight Offender Management Unit (represented by GMP)

<sup>2</sup> Specifically the families of the operatives

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## **1. Background**

CleanStart is a 'social enterprise business' created within Trafford Housing Trust (THT), that operates as a distinct trading business within THT. CleanStart was set up in August 2008 with the remit to clear and clean empty properties within THT's housing stock in preparation for relet, repair or disposal.

CleanStart employs Prolific and other Priority Offenders (PPOs), to carry out the work. These ex-offenders receive:

- training and, in some instances, obtain qualifications during their time in the program;
- intensive offender management- managers carry out supervision, ensuring the ex-offenders are not engaging in activities or lifestyle choices that could lead to recidivism, and
- on-going advice and support- to help the ex-offenders with any problems they may be experiencing.

Since start-up 47 ex-offenders have been employed on the fixed term work programme, of which 22 secured permanent employment from the programme. CleanStart has expanded its operation in terms of reach and service provision, clearing and cleaning properties, waste removal, home removals, environmental services and gardening services.

CleanStart is recognised as making significant social impact, and has great ambition to further expand and maximise the potential for both commercial and social value creation.

## **2. Scope & Objectives**

To support its growth strategy CleanStart must be able to present the 'social value story' to potential investors, commissioners and partners. Alongside operating as a competitive, commercial enterprise, the additional element of demonstrable, significant social value creation is essential in creating competitive advantage.

A robust, validated social return on investment (SROI) evaluation was deemed to be a major asset in the marketing and growth of the future business. This report is an evaluative study.

The scope of this SROI project is to demonstrate where social value is created and the scale of the value created. The timescale covered in this report is six years (ie since CleanStart's conception). Outcomes are projected for 12 months after the 6 month period with which operatives were typically with CleanStart.

## **3. Report methodology**

SROI is a measurement framework that helps organisations to understand, account for and manage the social, environmental, and economic value that they are creating. The

methodology takes into account and values the full range of social value benefits (or disbenefit) to all stakeholders who are deemed to experience material change. It follows a set of agreed principles and stages:

1. Establishing scope and identifying stakeholders
2. Mapping outcomes
3. Evidencing outcomes and giving them a value
4. Establishing impact
5. Calculating the SROI
6. Reporting, using, and embedding

The Business Intelligence Team (BIT) conducted primary qualitative research with CleanStart operatives to determine the outcomes for said operatives, utilising the theory of change approach. BIT then conducted quantitative research with past and present operatives to measure said outcomes, and secondary research to determine likely outcomes for other stakeholders and establish a financial value of the change. Further analysis then determined the net impact and created a cost benefit analysis.

#### 4. Inputs: resources

The resources required to operate CleanStart consist of the salaries of the operatives and the salaries of the Social Enterprise Team Leader and Senior Manager (including add-on costs), in addition to variable costs such as uniforms, materials et cetera (see figure 1 below). The period covered in the analysis is 2008 to 2014, i.e. from inception. The figures provided below cover the six year period, e.g. all the operatives' wages over the whole six years, the vehicle costs for the whole six years, et cetera. The 6 month salary represents the average duration with CleanStart of all the 47 ex-offenders.

**Figure 1: Investment**

Staff	Cost	Definition
Operative	£409,704	6 month salary for all 47 ex-offenders
Team Leader	£261,293	£43,549 annual salary for 6 years
Senior Manager	£161,541	£53,847 annual salary for 6 years @50%
Vehicle Costs	£161,854	Vehicle leasing and other costs plus Car mileage and travel expenses for 6 years
Uniforms & Training	£11,455	Protective clothing, training for all 47 ex-offenders
General Admin	£13,072	... for 6 years
Materials	£27,146	... for 6 years
Rubbish Removal / Tipping Costs	£128,678	... for 6 years
<b>Total cost</b>	<b>£1,174,744</b>	

## 5. Stakeholder Decisions

At the start of the process the BIT considered all the stakeholders that benefit in some way from the existence of CleanStart, details of which are in figure 2 below.

**Figure 2: Stakeholders<sup>3</sup>**

No.	Stakeholder	Anticipated changes
1	Ex-offenders participating in CleanStart (ie the operatives)	Improvement in mental health and well-being, increased financial security, improved family relationships: all of which contribute to a reduced likelihood of recidivism
2	Families of participants	Improvement in mental health and well-being, increased financial security, improved family relationships: all of which contribute to a stronger family unit
3	Residents of Trafford	Reduction in crime in their neighbourhood
4	GMP	Reduction in crime, reduction in time spent on ex-offender mgt.
5	Crown Prosecution Service	Reduction in the number of convictions
6	HMP Service	Reduction in no. of custodial sentences, reduction in prison population
7	DWP	Reduction in the no. of unemployed and the cost of providing jobseeker support
8	ProcurePlus	Improvement in the supply side of the local employment market
9	Employers on the ProcurePlus framework	Increased supply of potential employees
10	Trafford Housing Trust	A more socially responsible empty property cleaning service
11	The Treasury	Increased tax receipts.

Of the eleven stakeholders listed above, the decision was made to include the operatives, GMP and ProcurePlus in the initial stakeholder engagement, which consisted of enquiries about what changes for them since CleanStart began. The Crown Prosecution service, HMP service and DWP were excluded on the grounds that outcomes for these were already well-established at both the national and local level: they were, nevertheless, included in the analysis.

Residents, employers on the framework, THT and the Treasury were disregarded in their entirety for reasons expanded upon in the materiality section of this report.

The decision was made not to include operatives' families in the initial stakeholder engagement or the follow up quantitative research, though a provision was included

<sup>3</sup> Appendix 1 shows the ideal direction of travel for ex-offenders, the points at which stakeholders become involved, and their materiality.

utilising secondary research. This was because it was felt the research was already targeting a very hard to reach cohort: the likelihood of successfully engaging with their family members was held to be minimal.

There are no obvious sub-groups with potentially different outcomes: the cohort targeted consists of people with similar backgrounds and life experiences. Ages do differ but responses to the questions did not differ dependent upon the respondent’s age.

## 6. Stakeholder engagement

### How Stakeholder engagement was conducted

There were nine ex-offender interviewees consulted as part of the qualitative research for the CleanStart evaluation. These semi-structured interviews were conducted as face-to-face interviews or as telephone interviews. The telephone interviews tended to last about thirty minutes, with the face-to-face interviews lasting approximately an hour. The sample consisted of four former service users who have moved on from CleanStart (these were the telephone interviewees) and five current service users/employees (these were the face-to-face interviewees). There were two female interviewees and seven males (the low number of female interviewees is due to the fact there is a low number of females on the project – n=4, 8%). This low female representation is indicative of the criminal justice system (CJS) as a whole, as approximately 9% of the UK offender population is female. The interviewees ranged in age from 21 to 45 years.

The sample had a mix of individuals with entrenched offending histories and first-time (serious) offenders, thus resulting in slightly varied yet interesting themes emanating from the interviews. The interview process was considered to be exhausted once it was established no new themes were apparent and that the interviews were repetitious.

In addition, semi-structured face to face interviews lasting approximately an hour each took place with two additional stakeholders: Greater Manchester Police (Spotlight) and Procureplus. The themes noted in these two interviews were inherently the same: partner stakeholders (ie not the offenders themselves) were in agreement as to the benefits.

**Figure 3: Stakeholders involved in qualitative, primary research**

Stakeholder group	No. in group	No. engaged	Format of engagement	How was data recorded
Ex-offenders	47	9	Semi-structured face to face & phone interviews	Transcripts
Spotlight	N/A	1	Semi-structured face to face & phone interviews	Transcripts
Procureplus	N/A	2	Semi-structured face to face & phone interviews	Transcripts

Saturation sampling was used throughout: the engagement was considered to be 'complete' once the researchers stopped hearing, or were unlikely to hear, new things.

The decision was made not to interview the families of stakeholders, despite their being a stakeholder. This is because of the inherent difficulties in contacting the families of an already hard-to-reach cohort. Any successful contact would have to be with those families where a connection was present, and this would skew any findings.

I.e. The families most difficult or impossible to reach would most likely give far different responses in interviews than those less difficult to reach, as the nature of their relationships with the cohort would be different. Therefore it was decided not to include them in the analysis and instead include a separate section of analysis, outside of the SROI and utilising secondary research. Inclusion would likely result in a false position and the resultant report would make larger claims as to the social value created for the families. Better to exercise caution, understate and separate out any reference to the families' outcomes.

## **Operatives**

The initial phase of research entailed in-depth interviews with current CleanStart operatives. Operatives were invited to 'tell the story' of their personal circumstances prior to joining CleanStart as well as their circumstances now, in their own words. The key approach was simply an open ended enquiry about 'what changes' for stakeholders.

Operatives then discussed the best and worst aspects of CleanStart, and the differences that working there has made to them and others. Analysis of these interviews highlighted three distinct areas, operatives' lives before CleanStart, their experience of the project, and the short to longer term impact on operatives' lives.

The discussion guide used to conduct the interviews can be found in appendix 2, and transcriptions of all interviews are available. In total nine operatives were interviewed<sup>4</sup>. This was deemed to be representative as saturation point had been reached ie nothing new was emerging.

### **Life prior to & upon entering CleanStart**

Many of the service users who were interviewed stated openly they had spent much of their lives "in and out" of prison. As many of the service users are PPOs, this is typical of such a lifestyle.

Given this lifestyle of regular offending and criminal justice (institutionalised) punishment, it was of interest what the service users felt before starting the project. It is apparent that among those entering the project there are two distinct groups; those who experience trepidation and those who are eager and pushing to acquire a placement. However, this

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<sup>4</sup> Out of 47 ex-offender operatives in total that had been through, or are still with, the programme.



does not seem to correlate with outcomes, thus it appears the project has the ability to engage those who are apprehensive and meet the expectations of those who are keen.

Although the 18-25 year old male offender cohort is the most challenging to engage (in any environment/organisation) it can also be the most rewarding group to work with given that early changes to a life of crime and substance misuse can benefit numerous stakeholders such as self, family, community and the tax-payer.

For those who were more apprehensive entering the project, this tended to be due to having 'doors closed' all their lives and not having high expectations in this instance. It was thought that this project would simply be another 'government scheme helping offenders with their CVs'. It is evident these individuals have had considerable negative experiences regarding not just employment but social relationships, opportunities for change and trust.

Individuals spoke of the relief to have this 'door open', often after years of having such doors closed because of their offending histories. Even when opportunities had arisen they felt they were unable to keep these jobs due to lack of focus or other reasons such as stability, peers, support and so on. For those who were eager, the project was seen as an 'opportunity' which needed to be seized and 'grabbed with both hands'.

### **Experience of the project**

From an operational perspective, the service users had no issues with the hours they worked, the nature of the work, the location, or the colleagues they worked with. One aspect of the project the service users identified as being particularly enjoyable was the variety of the work and the opportunity to work with different colleagues each week. The switching of job type from cleaning to gardening and different co-workers each week was felt to keep matters interesting and different.

It was evident from the feedback that the individuals gleaned considerable skills from their time on the project – cleaning, gardening, and writing apprenticeship applications, et cetera. But they also learned various life skills and pro-social behaviours – some of which are often taken for granted such as time-keeping and getting up early in the mornings. Therefore, these individuals are learning about time management, lifestyle changes and how to structure their days, often this cohort lack structure perhaps not having learned it from their own parents or peers.

The service users also identified they learned social skills such as how to liaise with customers and how to work well with colleagues. They also acquired social awareness as some of the individuals felt working in the community had been an 'eye-opener', particularly when individuals had neglected homes or had serious mental health and/or substance misuse issues.

It was interesting to note the relationship which service users developed with the CleanStart management, particularly the Senior Manager. Typically offenders with entrenched offending histories (i.e. prolific offenders) tend to have poor relationships with those in authority. Hierarchical relationships tend to be negative, for example with school teachers, Judges, Prison Officers, and sometimes the relationship with parents can be negative too. Therefore, this positive relationship with the CleanStart Manager should not be overlooked or underestimated, as for some individuals this may be the first positive relationship with a person in authority, letting them into their lives and trusting them.

The service users also indicated their gratitude for the advice and support which the CleanStart management readily offered. They spoke highly of the fact they could request support/advice at any time; that they were always welcomed, listened to and respected. Trust was an aspect which the service users identified as an (unexpected) output. For many it was a first to be trusted with keys, vans, equipment, stock, money, customer liaison and so on. Service users highlighted this then spurred them on and motivated them to continue with their good progress.

One of the most important feelings to emanate from being on CleanStart was the feeling of acceptance and feeling like part of a family. Again, this feeling could be a first for some of these individuals.

One of the main benefits of having the placement (particularly from a recidivist perspective) is that the service users stated they were kept active, they were not bored and as a result they were less likely to return to criminal activity, substance misuse and/or associating with negative influences/peers. Being active, occupied and productive meant the service users had a reduced likelihood of returning to illegal endeavours, rather they were more likely to wish to further engage with the project.

Motivation and investment in the project was evident, as some of the individuals were combining work with their evening probation appointments, often having to negotiate various forms of transport and getting home late. This is evidence of dedication because for these individuals it would be easier to avoid doing these long hours for little 'instant gratification'. However, they persevered due to investment in and engagement with the project.

### **Unintended negative outcomes**

A small number of service users stated that after they left CleanStart and moved onto their placement organisation, they felt uncomfortable about the stigma of their offender status and that they wished the other employees were unaware of their past. Although it is difficult to determine the severity of this experience, the effect of stigmatisation can be a highly negative one, which can lower esteem levels.

It is also worth considering how much of a challenge taking on such responsibility can be for some individuals. One service user did indicate that he was comfortable as a cleaner, and when he became a driver he struggled to cope with the extra duties and responsibilities he faced.

However, partner stakeholders felt it was essential employers were aware of the operatives' past and that any attempts to hide their past would be detrimental long term: operatives had to accept their past in order to move on. Therefore, any losses in short term esteem would be offset by their longer term improved life circumstances, and acceptance of their past was an essential part of that journey. To that end, the decision was made not to attempt to quantify this unintended outcome.

### **Impact of the project**

For the service users interviewed, the project has had several impacts - both for self and others. These are explored overleaf.

It was evident that one of the main impacts has been an increase in confidence, pride, self-esteem and self-belief. These individuals stated they have journeyed such a long way from being constantly 'in and out of prison' to now working 8-4, bringing home a steady income, supporting their families, maintaining stability, speaking to others/developing pro-social relationships and applying to other companies for apprenticeships.

The service users spoke of being able to 'hold my head up now'. They are proud of themselves, and their families are also proud of them too.

Some of this confidence is a result of being able to do the job with ease, and a feeling of confidence and comfort is gained rapidly; thus investment and engagement are achieved quickly. Some of this confidence emanated from being treated with respect and care as a colleague of equal standing in the THT workplace.

As a result of the project and the personal benefits around confidence and self-esteem, some of the service users felt that they had become better family members, whether a better parent or partner, which in turn has improved family life. It should be noted that others felt they had not changed as a person as a result of this project, that they remained the same and there was only a difference regarding stability, financial support and potential for the future.

There was a notable improvement in positive outlook, as some of the service users indicated they were 'down' before starting the project, having come out of prison and expecting life not to provide them with any opportunities. It is evident being on the placement has resulted in the service users acquiring hope, which should not be underestimated as for many of these individuals this could be the first time in a long time.

For others the experience of happiness was the “first time since leaving school” (i.e. the first time in many years). Additionally, some of these service users had never experienced job satisfaction before, as a result of not having worked before or due to only having worked in prison.

Having the stability and financial support of the project can provide considerable relief, thus alleviating stresses of the service user and her/his family members. This stability alone was deemed to be invaluable to family life.

However, the risk of losing both stability and income were sources of considerable worry for the service users. Therefore, a risk of the project is the fear and vulnerability faced if they are not successful in acquiring a placement after CleanStart or not acquiring a further CleanStart placement. There is a risk these individuals have had a taste of what life could be like but now have the risk of losing all they’d gained.

## **Partner organisations**

In addition to the CleanStart operatives, there are a number of other stakeholders who benefit from its existence. Additional stakeholders identified at the outset as very likely experiencing material change as a result of CleanStart were: families of operatives; local residents; the Spotlight Offender Management Unit (primarily Greater Manchester Police); the prison service (HMP); the crown prosecution service (CPS); THT; Department for Work & Pensions (DWP); the Treasury, and ProcurePlus and employers on the ProcurePlus framework.

In addition to the in-depth qualitative interviews with a number of CleanStart operatives, interviews were conducted with two partner organisations; ProcurePlus and Greater Manchester Police (representing the Spotlight Offender Management Unit). As with the operatives, partner organisations were simply asked about what has changed for them as a result of CleanStart. They also helped determine how long the outcomes typically lasted for the operatives: GMP especially was well placed to consider the length of the benefit period.

### **Greater Manchester Police (GMP)**

GMP stated in their interview that when CleanStart is in place they don’t have to do any of the more intensive offender management as CleanStart do it all for them, (ie cold calls, response and uniform officers, and out visits, in addition to standard contact such as ¾ hour a week with offenders).

“CleanStart undertake the supervising, or ‘mothering’, role for us.”

They felt that in Trafford CleanStart and the GMP work very well together, as CleanStart is more aligned with the STU than other areas. If CleanStart didn’t exist there would be very few, if any, opportunities for the cohort group, as there are no real alternatives. The only

other similar service offered has limited success and is not just for offenders. In addition, the provider of said service does not operate at HMP Manchester on the same scale.

The main benefit to GMP is quite simply less crime: anecdotally they felt it reduces reoffending by up to 100% in some cases. Even those ex-offenders that had failed to stay with CleanStart for the duration have reduced the amount they commit, which is still an improvement.

In addition, they felt the very nature of the STU had changed for the better, due to CleanStart's involvement. In essence, GMP was now able to focus on more value-adding activity.

"Without CleanStart the Trafford STU would just be another arm of enforcement rather than the rehabilitation role it currently is, that's a big difference."

### **ProcurePlus**

Representatives from ProcurePlus discussed the original drivers for the creation of CleanStart: ProcurePlus wanted to create a social enterprise that supported employment for local people, and the cleaning of empty properties was considered a good fit. This expanded into a desire to focus on prolific and priority offenders as, at the time, 50 people in Trafford accounted for circa 70% of the crime.

Their chief role now is to look for employment opportunities after operatives' time with CleanStart ends. From ProcurePlus' perspective CleanStart is an intermediate labour market; operatives gain skills on a fixed term basis then move on to further employment. It is clear ProcurePlus consider CleanStart to be a great success story, and like GMP believe:

"This is the first time anything like this has ever existed, there were no alternatives."

Whilst there are no obvious material benefits to ProcurePlus, beyond the inherent value in the creation of a social enterprise, they felt there were other beneficiaries in the form of the local neighbourhoods (as crime has undoubtedly fallen in the area), employers on their framework (in the form of access to a wider labour market), the operatives themselves and The State.

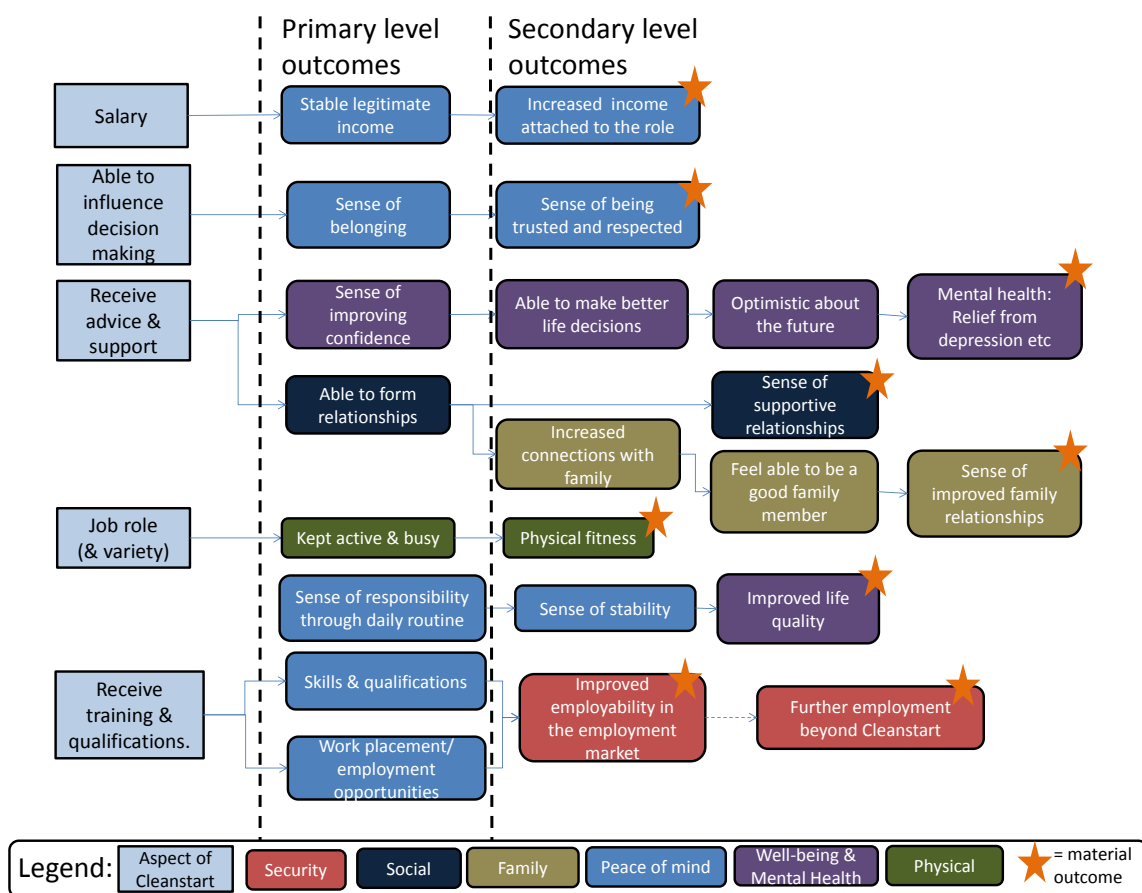
## **7. Understanding change**

Figure 4 overleaf highlights the various steps taken by operatives within the 'theory of change'. The dashed line in the diagram (i.e. between 'improved employability...' and 'further employment...') indicates where an outcome was experienced by a sub-group. 85% of survey respondents reported improved employability in the market place, however 'only'

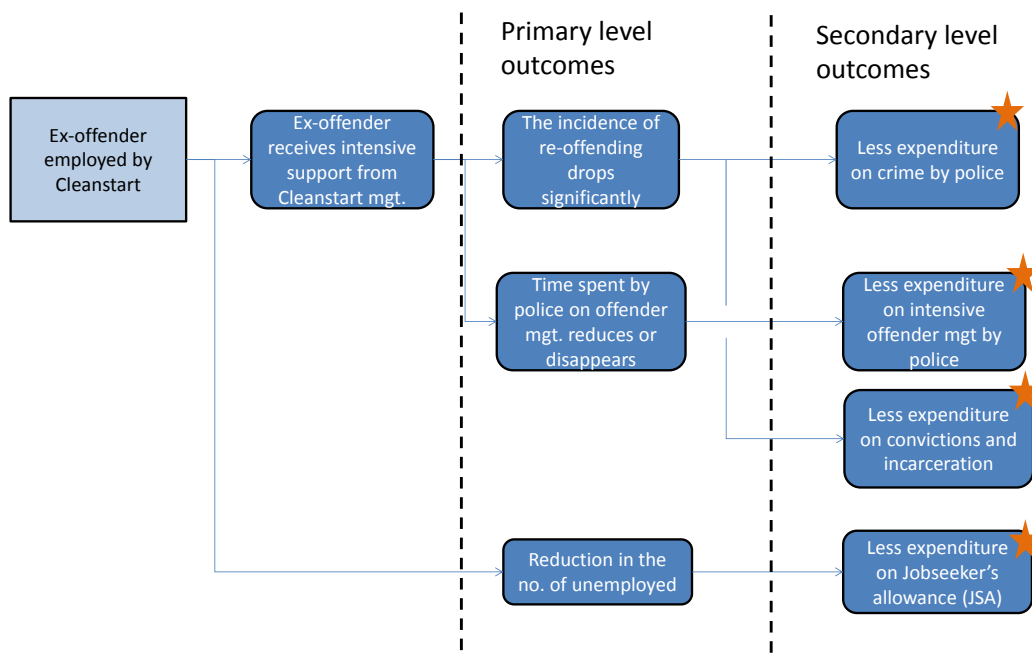
48.9% were known to have secured further employment. To avoid double-counting, the proxy value of increased employability is not counted for this 48.9%.

Figure 5 overleaf shows the theory of change for partner stakeholders. Both diagrams clearly distinguish between primary and secondary level outcomes. In the ‘Mapping outcomes to mental health & well-being’ section of this report there is an explanation of how mental health and well-being valuation decisions were made. Specifically, to guard against double-counting, only the secondary level and long-term benefits are monetised (highlighted by a star), not the primary level benefits: the well-being and quality of life benefits of the primary level outcomes are counted within secondary level outcomes.

**Figure 4: The theory of change for CleanStart Operatives**



**Figure 5: Theory of change for Partner stakeholders**



## Materiality Testing

Throughout the analysis, decisions have been made to ensure the analysis covers all material issues that would have a bearing on the completeness of the report and on anything that would be needed to inform future stakeholder decisions, including investment decisions. Materiality judgements have been an iterative process – initially, exclusions are based on views that outcomes are highly unlikely to be material and this has been the basis of both the inclusion and exclusion of stakeholder groups at an early stage. Later, materiality decisions are based on an assessment of both the relevance and significance of the outcomes that have been taken through to the later stages of the analysis.

The following principle has guided our materiality judgements:

Seeking to provide: *‘information and evidence.....to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact.’<sup>5</sup>*

Figure 6 overleaf provides information on any stakeholder group that was considered highly unlikely to experience material outcomes.

<sup>5</sup> A Guide to Social Return on Investment – The SROI Network – Supplementary Guidance on Materiality (2013).

**Figure 6: Initially discounted stakeholders**

Stakeholder Group	Relationship to Activity	Reason for excluding outcomes
Local residents	Reduced crime enhances their sense of safer neighbourhoods.	To be material residents would need to be aware of crime reduction and be able to attribute reduction (at least in part) to CleanStart. In the absence of this link, residents' experiences are held to be insignificant and therefore immaterial.

SROI requires that insight is provided into the basis for materiality decisions based on relevance and significance judgements.

Relevance is satisfied where one or more of the following criteria apply:

- Outcome is declared relevant by stakeholders and it can be achieved through the activity under analysis
- Outcome is closely consistent with aims and mission of the project
- Outcome is seen as relevant through work of peers in similar field and can be achieved through the activity under analysis
- Outcome is relevant to societal norms and it can be achieved through the activity under analysis
- Outcome creates financial impact though may not continue to do so (short term)
- Outcome is a negative outcome.

Outcomes that are included on grounds of relevance are further subjected to a significance test. This relates simply to the final value of those outcomes that are considered significant enough (for example after any outcome value adjustments that can't be attributed to the project) to influence decisions and actions. Where a significance threshold has not been passed, the outcomes have been excluded. This can also lead to the exclusion of a stakeholder group late in the analysis.

Figure 7 overleaf shows outcomes that in the final analysis did not pass the materiality threshold and consequently these stakeholders were excluded from the analysis.



**Figure 7: Further stakeholders discounted**

Stakeholder	Outcome description	Reason for exclusion
Trafford Housing Trust	CleanStart provides an empty property cleaning service for the benefit of THT	In the absence of CleanStart THT would simply recruit or use sub-contractors: deadweight is therefore extremely high
ProcurePlus (& Framework members)	Greater employee resource for organisations on the Framework	Outcomes for employers within the framework and ProcurePlus are held to be insignificant due to the high deadweight: in the absence of CleanStart any positions held by former CleanStart operatives would be filled by some other means.
The Treasury	Increase in tax receipts	Outcome does not pass the materiality threshold due to lack of significance.

Figure 8 below shows the stakeholders and their outcomes that were included in the final analysis.

**Figure 8: All included stakeholders**

Stakeholder	Outcomes	Materiality Assessment
Operatives	Security, social, family, peace of mind, well-being & mental health, physical	These important changes for Operatives are material as their experiences are core (ie significant and relevant) to the decision made about CleanStart
Family of operatives	Less anxious/worry Improved family relationships	Change not previously tracked - Outcomes are significant, relevant and therefore material.
Spotlight	Reduction in need for, and complexity of, intensive offender management	Offender management clearly relevant to the activity, is significant and therefore material.
Home Office (HMP & CPS)	Reduced expenditure on crime and incarceration.	Outcomes are significant, relevant and therefore material.
DWP	Reduced expenditure on JSA	Outcomes are significant, relevant and therefore material.

## Indicators used

Measuring what matters is imperative to understanding the effectiveness of the CleanStart programme. Whilst the 'chain of change' qualitatively illustrates the difference being made to CleanStart operatives, the next stage of the process is to quantitatively measure the extent to which these changes are occurring.

Figure 9 details the indicators that were used to measure change for operatives and figure 10 details those indicators used to assess change to Spotlight, the Home Office, and the DWP. How these aspects were actually measured is described below.

**Figure 9: Outcomes & indicators for operatives**

Outcome group	Indicator
Increased income attached to the new role	The actual salary of all operatives during their time with CleanStart
Increased feeling of being trusted and respected again	People who responded positively to... "I feel trusted and respected by others" <sup>6</sup>
Improved life quality: increased stability	People who responded positively to... "I am happy with my lifestyle"
Improved mental health	People who responded positively to... "I feel able to leave a life of offending behind for good"
	People who responded positively to... "I feel very positive and hopeful about the future."
	People who responded positively to... "I feel able to lead a stable and calm life"
	People who responded positively to... "I feel very confident"
Increased sense of supportive relationships	People who responded positively to... "I feel able to develop friendships and work well with others"
Improved physical fitness from the work	People whose work involved significant manual labour
Improved family relationships from the operatives' perspective	People who responded positively to... "I feel able to be a good family member"
	People who responded positively to... "My family are proud of me"
Improved employability in the employment market	People who responded positively to... "There are good opportunities around work placement and employment"
	No. of operatives that achieve further employment

<sup>6</sup> This is a simplistic way of stating: "the difference between the volume of people responding positively to the statement 'I am trusted and respected by others', and 'before CleanStart I was trusted and respected by others'." This is true of all the indicators for which a survey was required.

**Figure 10: Outcomes & indicators for the State**

Outcome group	Indicator
Finance	Less expenditure on crime
	Less expenditure on Job-seekers
	Less expenditure on incarceration
	Less expenditure on offender management

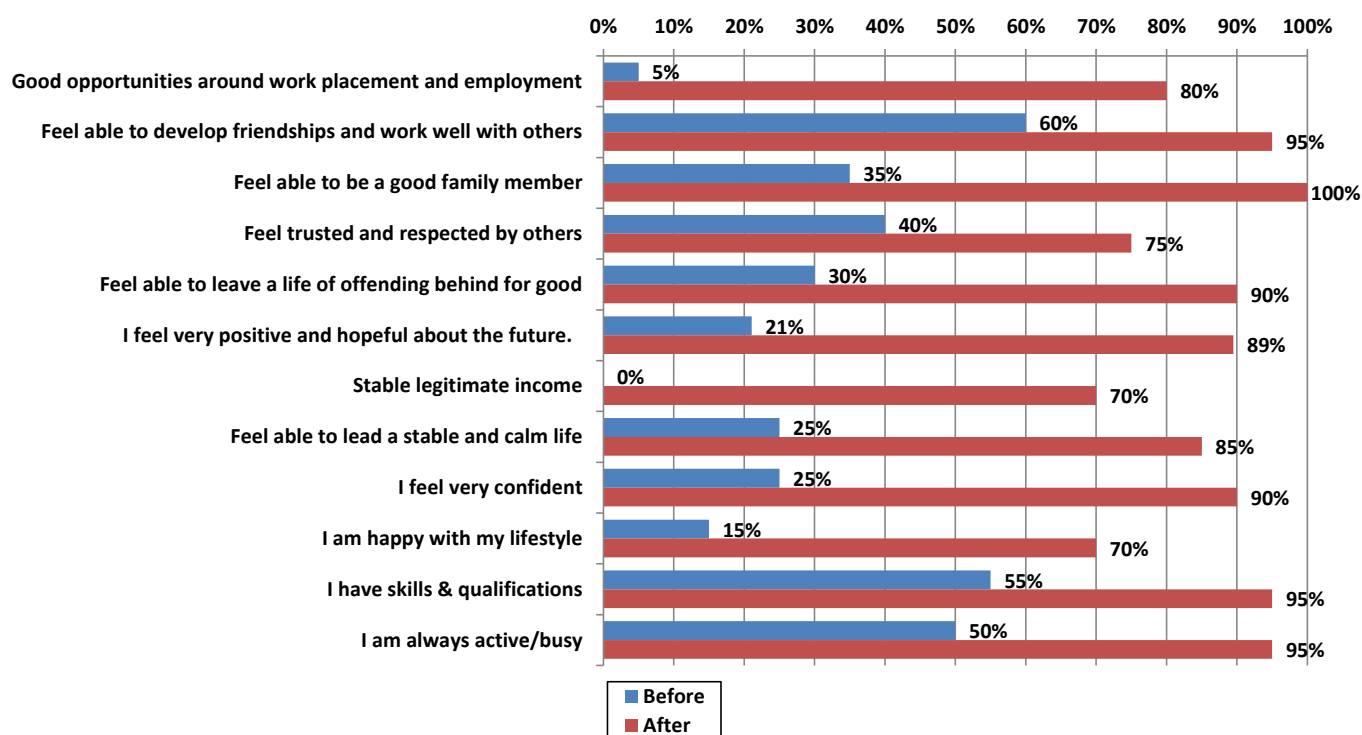
## Primary Quantitative Data collection

Most of the outcomes data was collected using a questionnaire that captures change over time. Operatives were asked to consider their lives before CleanStart, then afterwards, and rate on a scale of 1 to 5<sup>7</sup> the extent to which they agreed with statements about themselves.

The questionnaire was administered to all present and past CleanStart operatives that were ex-offenders during May 2014. Questionnaires were administered by THT staff and GMP (where appropriate) and analysis was undertaken by the BIT, the intention being to gather data from as many operatives as possible. Out of a total of 47 operatives, 20 responded, giving a response rate of 42.6%.

## Quantities of change

**Figure 11: change in well-being for respondents**



<sup>7</sup> from strongly disagree to strongly agree

The analysis shows that CleanStart has a clear positive impact on its operatives, both in terms of their well-being and their finances.

Operatives' well-being is clearly improved by joining CleanStart. Figure 11 on the previous page shows operatives' stated level of well-being before they joined CleanStart (in blue) and now. All aspects of well-being improve, most notably:

- Stable legitimate income (which rises from 0% to 70%)
- Good opportunities around work placement and employment (which rises 75%: from 5% to 80%)
- Feel able to be a good family member (which rises 65%: from 35% to 100%)
- Confidence (which rises 65%: from 25% to 90%)

The average change in well-being improved for every outcome (as in Figure 11), though this average hides some small variation. Figure 12 shows the proportion of operatives who thought each outcome improved, the proportion who thought that there had been no change, and the proportion who thought that things had deteriorated. Whilst noticeably more operatives felt things had improved for every outcome, the results were not uniform: 15% (3) felt their ability to earn a stable and legitimate income had reduced.

**Figure 12: Change in Well-Being at the Respondent Level**

Indicator Instrument.	Improved	No change	Deteriorated
I am happy with my lifestyle	75%	20%	5%
Good opportunities around work placement & employment	85%	10%	5%
Stable legitimate income	80%	5%	15%
Feel trusted and respected by others	65%	25%	10%
I feel very confident	75%	20%	5%
I have skills & qualifications	70%	30%	0%
My family are proud of me	85%	5%	10%
I feel very positive and hopeful about the future.	85%	10%	5%
Feel able to leave a life of offending behind for good	70%	25%	5%
Feel able to lead a stable and calm life	75%	20%	5%
Feel able to be a good family member	70%	30%	0%
Feel able to develop friendships and work well with others	55%	40%	5%
I am always active/busy	55%	45%	0%

Base=20

## 8. Valuing outcomes

### Alterations to the indicator set

At the valuation stage there were some indicators that were discounted or altered, the reasons for which are cited in figure 13.

**Figure 13: alterations to indicators**

Outcome	Indicator	Reason for exclusion/alteration
Improved life quality: increased stability	I am happy with my lifestyle	This outcome feeds into mental health improvements which are valued elsewhere in the analysis. To include this would result in double-counting, ie valuing improvements in lifestyle and improvements in mental health
Improved employability in the employment market	There are good opportunities around work placement and employment	The salary for those securing employment post CleanStart is included. Therefore, to value this indicator for those that secured employment would mean double-counting. Instead this indicator is valued only for those that <u>didn't</u> secure further employment.
Improved physical fitness from the work	I am always active/busy	The link between outcome and indicator was held to be too tenuous. Therefore an alternate indicator was used to value this outcome.

### Impact adjustment

Secondary data was collected for a range of different areas to help with the calculation of the costs and benefits. In particular, data was collected for:

- Deadweight - what would have happened if CleanStart did not exist;
- Displacement - the extent to which (if any) CleanStart pulls outcomes from other stakeholders, and
- Valuations - how much each outcome is worth to the stakeholder, and what financial proxy should represent this value

For the majority of operatives' mental health and well-being outcomes a deadweight figure of 8% was applied. This is because a longitudinal report by ONS<sup>8</sup> in 2003 stated that, among the general population, 8% reported a mental health disorder at baseline but not follow up, ie 8% of the population experienced improved mental health condition.

Therefore this report assumes that, in the absence of CleanStart, 8% would still experience an improvement in their mental health. In reality the percentage is most likely smaller still: the cohort for CleanStart is far more likely to have a mental health disorder than the general

<sup>8</sup> Better or worse: a longitudinal study of the mental health of adults living in private households in Great Britain

populous, but the low percentage for deadweight means any further alterations will have a minimal effect on total value.

For State outcomes deadweight percentages are as follows:

1. Crime- 30%. The re-offending rate of PPOs in Trafford is typically 70%<sup>9</sup>
2. Incarceration- 69.2%. Typically 44% of the 70% (i.e. 30.8% of total) that reoffend are caught and receive immediate custodial sentence<sup>10</sup>.
3. Jobseekers' allowance-40%. 60% of ex-offenders are typically unemployed for the first 6 months after release<sup>11</sup>.

Each of the outcomes was then given a financial value. Secondary research was used to identify potential 'proxies' for each of the outcomes, and these are outlined in Figures 15, 16 & 17 on subsequent pages.

## **Mapping outcomes to mental health & well-being**

In arriving at a set of outcomes to take forward and measure in the SROI analysis for the operatives, it was decided to utilise New Economy Foundation's (NEF's) research around the definition and measurement of well-being. This helps to build on the results of the qualitative research with the operatives and partner stakeholders.

From the outcomes identified for tenants, a mapping exercise was undertaken to the relevant component of well-being in NEF's National Accounts of Well-being (NAWB)<sup>12</sup> research.

The NAWB looked at people's attitudes, behaviours and the contributing factors to well-being. It built a simple indicator structure that reflects crucial aspects of how people experience their lives, as presented in Figure 14 overleaf.

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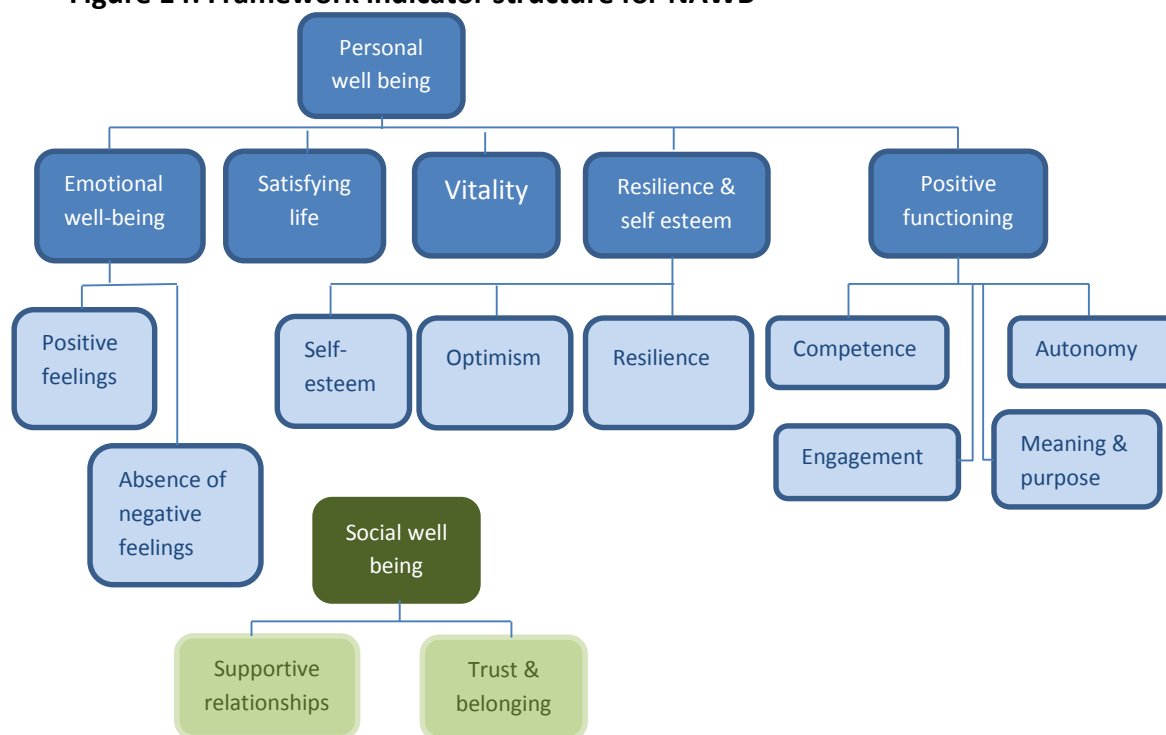
<sup>9</sup> Proven re-offending of adult and juvenile prolific and other priority offenders, by upper-tier local authority, 2005 to June 2011 rolling quarters <https://www.gov.uk/government/statistics/proven-re-offending--2>

<sup>10</sup> National re-offending custody rates

<sup>11</sup>

<sup>12</sup> <http://www.neweconomics.org/publications/entry/national-accounts-of-well-being>

**Figure 14: Framework indicator structure for NAWB**



*Personal well-being* is made up of five main components, some of which are broken down further into subcomponents. These are:

**Emotional well-being:** The overall balance between the frequency of experiencing positive and negative emotions, with higher scores showing that positive emotions are felt more often than negative ones.

**Satisfying life:** Having positive evaluation of your life overall, representing the results of four questions about satisfaction and life evaluations.

**Vitality:** Having energy, feeling well-rested and healthy, and being physically active.

**Resilience and self-esteem:** A measure of an individual’s psychological resources.

**Positive functioning.** This can be summed up as ‘doing well’.

*Social well-being* is made up of two main components:

**Supportive relationships:** The extent and quality of interactions in close relationships with family, friends and others who provide support.

**Trust and belonging.** Trusting other people, being treated fairly and respectfully by them, and feeling a sense of belonging with and support from people where you live.

Several of the components in this framework draw on similar themes to those identified by the operatives: the feelings of meaning and purpose; self-esteem; positive functioning, and the development of supportive relationships within and without CleanStart.

It is for this reason that the financial proxy 'Cost of mental illness (using healthcare economics to monetise well-being)' appears six times in the analysis: the six indicators collectively feed into improved mental health and well-being. Therefore this financial proxy (£10,560) is divided by the six and applied to each indicator (£1,760). This is more rigorous than simply asking operatives about their mental health and applying the financial proxy to that one question. Many variables feed into overall mental health and well-being so it is pertinent to have indicators for each of those variables.

Eg. an operative may report increased feelings of positivity but not increased feelings of confidence. This approach values the elements individually so there are no instances of double-counting (ie counting improvements in mental health and well-being multiple times).

Similarly, the two indicators 'I feel trusted and respected by others' and 'I feel able to develop friendships and work well with others' both use the same indicator 'benefits of socialising most days of the week'. This financial proxy (£3000 in total) was divided by the two (ie £1500 per indicator), so again, there is no risk of double-counting.

When combining monetised outcomes, there is a danger of double-counting benefits. For example, the primary level outcome feeling more confident is likely to be substantially covered by the secondary level outcome improved mental health. For this reason only the secondary level and long-term benefits are monetised, not the primary level benefits: the well-being and quality of life benefits of the primary level outcomes are counted within secondary level outcomes.

In some instances there was sufficient data to be able to observe short-term outcomes taking place and for these monetisation was a straightforward step of identifying an appropriate proxy. For others, such as savings to the State arising from reduced crime, research was required to determine savings.



**Figure 15: Financial Proxies for Outcomes & Indicators (Operatives)**

Outcome	Indicator	Financial proxy	Source
Increased feeling of being trusted and respected again	People who responded positively to... "I feel trusted and respected by others"	Benefit to socialising on most days of the week	Fujiwara, D, (HACT, 2013), The Social Value of Housing Providers, page 36
Improved mental health	People who responded positively to... "I feel able to leave a life of offending behind for good"	Cost of mental illness (using healthcare economics to monetise well-being)	Understanding the Wider Value of Public Policy Interventions (2012)- Share of overall well-being proxy
	People who responded positively to... "I feel very positive and hopeful about the future."		
	People who responded positively to... "I feel able to lead a stable and calm life"		
	People who responded positively to... "I feel very confident"		
Increased sense of supportive relationships	People who responded positively to... "I feel able to develop friendships and work well with others"	Benefit to socialising on most days of the week	Fujiwara, D, (HACT, 2013), The Social Value of Housing Providers, page 36
Improved physical fitness from the work	Research citing the benefits of manual labour	Financial benefit of keeping fit	HACT Well-being valuation approach
Improved family relationships from the operatives' perspective	People who responded positively to... "I feel able to be a good family member"	Cost of mental illness (using healthcare economics to monetise well-being)	Understanding the Wider Value of Public Policy Interventions (2012)- Share of overall well-being proxy
	People who responded positively to... "My family are proud of me"		
Improved employability in the employment market	People who responded positively to... "There are good opportunities around work placement and employment"	Financial benefit of general training for a job	HACT Well-being valuation approach

	No. of operatives that achieve further employment	Salary post-placement	Estimate based on living wage for 12 months
Increased income attached to the new role	Salary of all operatives	Salary for average lifetime of placement (6 months)	THT HR

**Figure 16: Financial Proxies for Outcomes & Indicators (The State)**

Outcome	Indicator	Financial proxy	Source
Less expenditure on crime	How much would have been spent dealing with the cohort's likely crimes	Average annual cost of crime (annual average number of burglaries not in a dwelling)	Home Office research study 217: The economic and social costs of crime
Less expenditure on Offender mgt	Police measure of time saved per week for 12 months	Hourly GMP officer rate*2 hours*52 weeks	GMP estimates
Less expenditure on JSA	No. of people taking up a role on CleanStart, assuming they don't claim JSA	Contribution based JSA for each of the operatives	DWP
Less expenditure on incarceration	Research citing no. of people who would have reoffended and received custodial sentence	Annual cost of incarceration	Home Office research study 217: The economic and social costs of crime

## Operatives' Families

As stated previously, primary research of operatives' families was not possible at this point. However it is important to include some provision for improvements in family life from the families' perspective, as evidenced in some of the survey responses:

*"If I wasn't working my relationship suffered, I think the stability helped me have a child...I don't think I would have had my son, I don't think I would be in a relationship with my partner."*

Secondary research has provided insight into the impact on children, partners and parents of ex-offenders, highlighting for example that children of prisoners are more than twice as likely to suffer from mental health problems<sup>13</sup> and are at risk of poor physical health

<sup>13</sup> Action for Prisoners' Families (2007) Research on Prisoners' Families.  
[http://www.actionpf.org.uk/uploadedFiles/Information\\_and\\_research/Research on Prisoners Families Update.PDF](http://www.actionpf.org.uk/uploadedFiles/Information_and_research/Research on Prisoners Families Update.PDF)

outcomes<sup>14</sup>. However much of the available research is about minimising the familial damage of a family member being in prison, and as CleanStart deals with offenders post-release it would be wrong to claim the same outcomes. At best CleanStart offers relief from the situation worsening.

e.g. It would be disingenuous to claim CleanStart has successfully prevented mental health problems developing in children because said children have already been through the pain of a parent being in prison.

Research into the costs borne to families is sparse: a number of reports cite a conservative estimate of £175 a month, however this figure is derived from just five case studies<sup>15</sup>. Therefore to include information on additional family costs (such as cost of travel, additional childcare etc) would also be disingenuous. Instead this report uses the most appropriate unit costs for social care, as, irrespective of whether or not the care was utilised, the outcomes would be the same.

**Figure 17: Financial Proxies for Outcomes & Indicators (Families)**

Outcome	Indicator	Financial proxy	Source
Improvement in mental health and well-being of parents	Number of families prevented from requiring intensive family support	Average annual cost of Intensive Family Support service per family	Unit Costs of Health and Social Care 2013
Improvement in mental health and well-being of spouses			
Improvement in mental health and well-being of children	Number of children prevented from requiring social services support	Social services costs per child per year for absent parenting	Unit Costs of Health and Social Care 2013

Whilst it could be argued the values in figure 17 are values to the state, they are nevertheless a monetary representation of the value to the stakeholder of the intervention which the NHS recommends for families and/or children with absent parenting and/or in need of intensive family support.

## Displacement

It became very clear through discussions with operatives, GMP and Procureplus that for this cohort there are no alternatives in the area: other employee programmes do not target PPOs. CleanStart is regarded as a ‘last chance saloon’ by partner stakeholders and the ex-

<sup>14</sup> Social Exclusion Unit (2002) Reducing reoffending by ex-prisoners. SEC, London.

<sup>15</sup> Smith, R et al (2007) Poverty and disadvantage among prisoners’ families: Joseph Rowntree Foundation.

offenders themselves. Therefore it is clear there is no displacement: CleanStart does not 'pull' cost or benefit from elsewhere.

## **A Note on the Valuation Approaches**

Three main valuation approaches for the operatives and their families are used:

- Valuing well-being through healthcare economics. This draws on the QALY impact of mental health. This has the advantage of drawing on the views of large numbers of stakeholders who have been involved in determining the QALY impact of different conditions.
- Well-being Valuation figures calculated by HACT (and others). These have the advantage of drawing on data sets of very large numbers of stakeholders, and using their response to questions to determine the value of different outcomes.
- Unit Costs for outcomes for public services. These draw on the most up-to-date research available.

The BIT chose these valuation methods based on their understanding of the project: it was felt this was a more robust approach than a Stated Preference valuation method. The Stated Preference valuation method requires larger sample sizes (than are available) in order to generate robust figures. Therefore the decision was made not to consult the operatives about how they would place value on the outcomes.

Similarly, there was no need to consult DWP or the Home Office as outcomes are already well established, documented and valued at the national level.

GMP was, however, consulted to determine how to measure their change, the value they would place on the outcome 'less expenditure on offender management', and they provided estimates of the likely staff time (and associated cost) saved as a result of CleanStart.

## **Assumptions**

SROI requires a comparison of the benefit period (ie how long outcomes last) with the investment period (ie the length of investment being analysed). Drop off occurs when outcomes last beyond the length of the investment period, but deteriorate over time. In this instance a drop-off of 12 months has been applied.

I.e. If and when operatives leave CleanStart after 6 months, all outcomes (ie all mental health and well-being plus JSA payment saving, cost of crime saving, and cost of incarceration saving) derived from CleanStart are held to last for a further 12 months, in addition to the 6 month period they are typically with CleanStart. The investment period is 6 months and outcomes last a further 12 months. This became apparent during the stakeholder interviews: partner stakeholders felt that 12 months was a realistic duration for the outcomes. Anything longer could result in over claiming and anything less could result in

under claiming: if outcomes lasted less than 12 months post CleanStart then the failure rate of the programme would be far higher, with very few operatives securing further work

In addition, most of the operatives' future benefits are dependent on what happens with the rest of their life circumstances and experiences. To claim these future benefits for CleanStart would be to disregard interdependencies.

Figure 18 below shows the attribution rate; how much of the change could be claimed by CleanStart, and the rationale behind those decisions.

**Figure 18: Attribution**

Indicator	Attribution	Justification
reduction in expenditure on crime	50%	The two biggest drivers for re-offending or being re-incarcerated are thought to be not having a home and not having a job. CleanStart provides the second aspect
reduction in expenditure on incarceration	50%	
reduction in expenditure on offender management	100%	CleanStart fulfils the duties of the offender management role
reduction in expenditure on JSA	80%	All of the saving can be attributed to CleanStart for the first 6 months (post deadweight) and 50% for the subsequent 12
Post-CleanStart employment	50%	CleanStart can legitimately claim some responsibility for later employment: it was created specifically as an intermediate labour market. 50% represents a conservative estimate
All operative outcomes	75%	CleanStart cannot claim sole responsibility for improvements in operative outcomes: the operatives themselves must be acknowledged

## 9. SROI results/calculations

Figure 19 overleaf details the value created, investment, and SROI ratio for three different scenarios. Due to the difficulty in maintaining contact with this particular cohort, reflected in the response rate of 42.6%, a confidence interval of +/-17% was realised. Therefore the three scenarios presented below are calculated as follows:

- Worst case scenario: Results for change in well-being at the respondent level aggregated for all CleanStart ex-offenders– 17%

- Moderate scenario: Results for change in well-being at the respondent level aggregated for all CleanStart ex-offenders
- Best case scenario: Results for change in well-being at the respondent level aggregated for all CleanStart ex-offenders+ 17%

For all CleanStart operatives the SROI is between 1.79:1 and 2.02:1.

**Figure 19: Value Created**

	<b>Worst case scenario</b>	<b>Moderate scenario</b>	<b>Best case scenario</b>
Well-being value to ops.	554,743	690,751	824,044
Financial value to ops.	597,485	597,485	597,485
Financial value to GMP	442,740	442,740	442,740
Financial value to HMPS	404,318	404,318	404,318
Financial value to JSA	110,562	110,562	110,562
<b>Total Value</b>	<b>2,109,847</b>	<b>2,245,855</b>	<b>2,379,148</b>
<b>NPV of total value</b>	<b>2,086,160</b>	<b>2,220,635</b>	<b>2,352,426</b>
Investment	1,116,208	1,166,208	1,166,208
<b>Final SROI ratio</b>	<b>1.79</b>	<b>1.90</b>	<b>2.02</b>

However the ratios cited above do not include the benefit for families of the operatives, for which estimates were used. Financial value to families is estimated to be between £282,944 and £576,994. If included in the final value created the SROI ratios would be as follows:

**Figure 20: Value created including operatives' families**

	<b>Worst case scenario</b>	<b>Moderate scenario</b>	<b>Best case scenario</b>
Well-being value to ops.' families	282,944	437,117	576,994
<b>Final SROI ratio</b>	<b>2.03</b>	<b>2.28</b>	<b>2.51</b>

## Sensitivity Analysis

This section covers sensitivity analysis of three elements: the scenarios in survey responses; assumptions about families, and assumptions about future crime prevention. The first two are embedded within the worst, moderate and best case scenarios cited previously. The third is assessed outside of the scenarios.

### Sensitivity analysis: scenarios in survey responses

Figure 21 overleaf shows THT's predictions of what the likely responses would be if all 47 ex-offenders completed the survey. Figures provided are an aggregation of survey findings ie to get from the 20 respondents to the 47 ex-offenders, and the final three columns represent the count.

For example, 17 out of 20 (85%) responding positively to 'my family are proud of me' but negatively (or 'neutrally') to 'before CleanStart my family were proud of me'. The worst case scenario assumes that only 32 out of all 47 operatives would respond in the same manner, and the best case scenario assumes all 47 would respond in the same manner.

**Figure 21: Scenarios for survey responses**

Indicator	How much change was there?	As a % of all respondents	Middle	Worst	Best
			Total for all ex-offenders	Total-17%	Total + 17%
People who responded positively to... "I feel trusted and respected by others"	13	65%	31	23	39
People who responded positively to... "I feel able to leave a life of offending behind for good"	14	70%	33	25	41
People who responded positively to... "I feel very positive and hopeful about the future."	17	85%	40	32	48
People who responded positively to... "I feel able to lead a stable and calm life"	15	75%	35	27	43
People who responded positively to... "I feel very confident"	15	75%	35	27	43
People who responded positively to... "I feel able to develop friendships and work well with others"	11	55%	26	18	34
Research citing the physical benefits of manual labour	20	100%	47	39	47
People who responded positively to... "I feel able to be a good family member"	14	70%	33	25	41
People who responded positively to... "My family are proud of me"	17	85%	40	32	47
People who responded positively to... "There are good opportunities around work placement and employment"	8	40%	19	11	27

### Sensitive analysis: assumptions about families

Figure 22 overleaf shows those elements where information was not gleaned from a survey and assumptions were made relating to family:

- National research indicates that over two thirds of ex-offenders have children. The best case scenario therefore is that all (ie 33) offenders' families would report improvements in these outcomes.
- The 'middle' scenario is that 75% (ie 25) of offenders' families would report improvements in these outcomes.
- The worst case scenario is that 50% (16) of offenders' families would report improvements in these outcomes.

As previously stated, these figures do not form part of the final SROI calculation. They are referenced separately as they were formed through secondary research.

**Figure 22: Operatives’ families**

Indicator	How much change was there?	As a % of all respondents	Middle	Worst	Best
			Total for all ex-offenders	Total-17%	Total + 17%
Number of children prevented from requiring social services support	14	70%	33	25	41
Number of families who reported improved family cohesion	14	70%	33	25	41

**Sensitivity Analysis: assumptions about crime and offender management reduction**

Figure 23 below shows outcomes for partner stakeholders, this information was not gleaned from a survey (eg ‘police measure of time saved per week’, etc). The decision was made that all operatives will have improved in these elements in the first instance. From the stakeholder interviews it became apparent that improvements were noted for very single operative, though the scale of success varied. It is not possible to predict with any certainty the scale of future crimes that have been prevented. Instead, for these four outcomes national datasets were used to obtain annual averages.

**Figure 23: Crime & offender management reduction**

Indicator	How much change?	Total for all ex-offenders
Average cost of crime for CleanStart ops (for which data is available)	20	47
Police measure of time saved per week for 12 months	20	47
No. of people taking up a role on CleanStart assuming they don’t claim JSA	20	47
Research citing no. of people who would have reoffended and received custodial sentence	20	47



Less expenditure on crime is one of the outcomes for which minor changes could have a large impact on the final SROI ratio, due to the relatively large financial proxy value for this outcome<sup>16</sup>. The results on this outcome in this report represent a conservative view of the likely type of crimes prevented. In reality the real value could be far higher. For the 18 month period which outcomes last for, this conservative view is that each offender would typically commit the average amount (6.75) of burglaries not in a dwelling, at a cost of £18,000. In reality many of these ex-offenders would in fact commit more serious and consequently more expensive crimes.

If the average annual cost of crime was in fact twice as much as postulated in this report, (ie. £24,000 instead of £12,000) the final best case SROI would be £2.27:1 as opposed to £2.02:1. This suggests that the analysis is not overly sensitive to fluctuations in the assumed level of crime anticipated to have been prevented.

**Figure 24: Sensitivity of changes in the cost of crime**

Total annual cost of crime	Value	Final best case scenario SROI
Base case	<b>£12,000</b>	<b>2.02</b>
Doubled	£24,000	<b>2.27</b>
Halved	£6,000	<b>1.89</b>

‘Further employment beyond CleanStart’ also has a large financial value, therefore changes to this indicator would have an effect on the final SROI. However, this outcome is informed by actual data as opposed to an assumption, therefore sensitivity analysis is not pertinent for this outcome.

### **A note on Income**

CleanStart earns an income in excess of its costs. Deciding whether or not to include income in the final SROI calculation requires an understanding of the difference between economic, social and financial outcomes. This research looks at economic and social outcomes: financial outcomes are covered by standard accounts reporting. If this report represented an integrated accounting approach (ie triple bottom line) then it would make sense to include income. However this report is not concerned with an integrated accounting approach: instead the report seeks to understand and quantify those outcomes realised above and beyond the financial outcomes, which are reported separately by accounting. Therefore, the income generated has not been included in the analysis.

<sup>16</sup> See impact map for further detail

## **Verifying the result**

The findings from this report were tested with partner stakeholders, and GMP has seen and endorsed the claims made in this analysis. As they contributed to the valuation aspect at the initial stage there was nothing in the report that contradicted their initial contributions.

Unfortunately it was not possible to verify the result with the ex-offenders themselves, due to difficulties with maintaining contact with the cohort once they have moved on from CleanStart.

## **10. Conclusion**

The SROI analysis provides strong evidence that CleanStart provides good value for money. Looking solely from the State perspective, it is clear CleanStart makes sound economic sense because it saves partner organisations significant expenditure on crime, incarceration, offender management, and welfare provision.

Of lesser economic but equal social importance, the analysis describes the well-being to those ex-offenders who engage, how their lives have changed for the better, and quantifies the different ways in which they benefit.

This report takes the conservative view that the benefits of CleanStart typically last for 12 months after their placement has finished. Further research may reveal the benefits do in fact last far longer. However, for the purposes of this report it was important not to over claim; many SROI analyses fall into the trap of invalidly claiming lifetime outcomes for stakeholders. Most of the operatives' future benefits are dependent on what happens with the rest of their life circumstances and experiences. To claim these future benefits for CleanStart would be to disregard interdependencies, and the result would be a work of fiction.

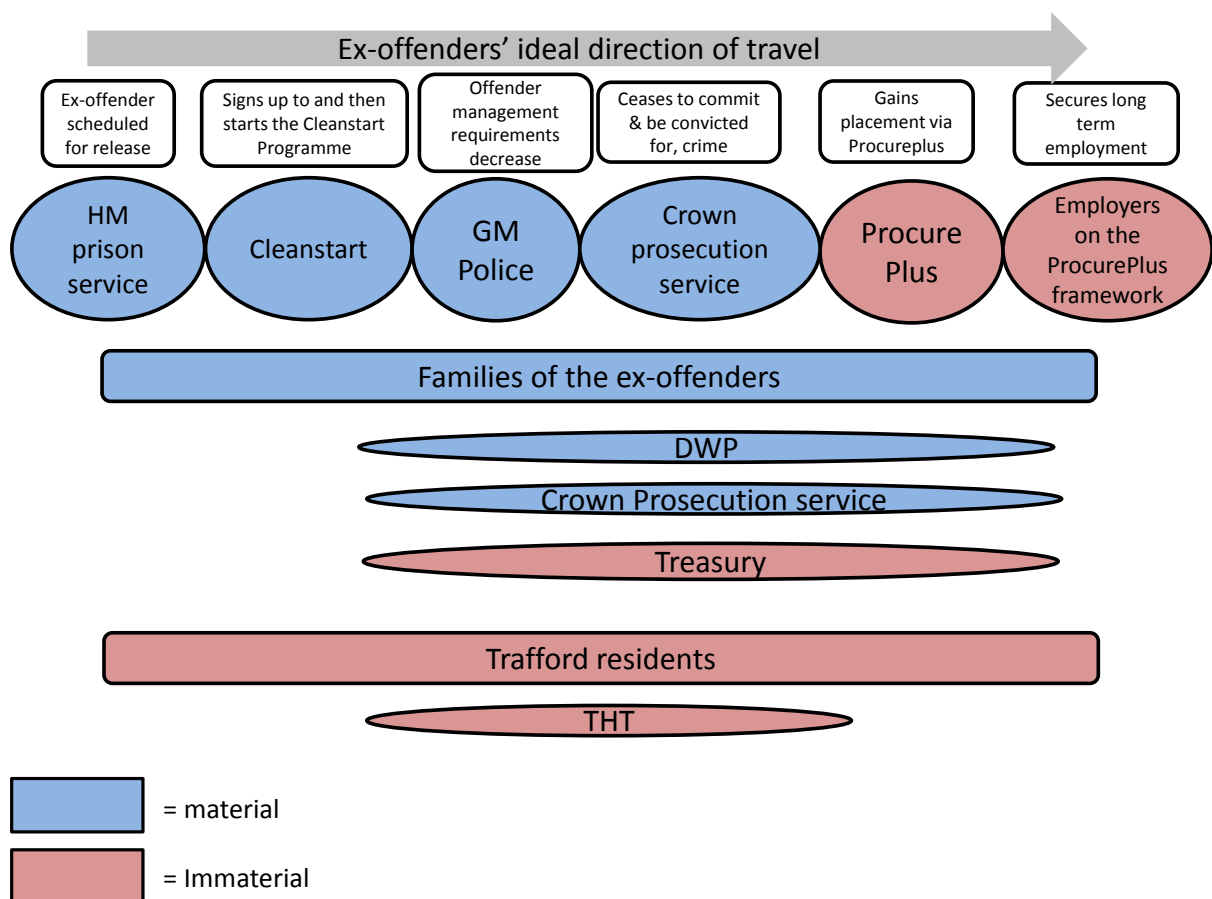
It's important the findings from this research do not drive negative behaviours or decisions. For example, the SROI would decrease if proportionally more people entering the programme had committed less crime (be it frequency or severity), as the anticipated saving to the State would be, on average, less significant. However, as the service expands and more participants are sought, individuals should not be discounted on the grounds their crimes were less serious or less frequent, as this would go against THT principles of being a force for good. It's important CleanStart remains true to its purpose and does not alter its programme to chase a higher SROI.

It's worth noting that if and when the operation expands the SROI would most likely increase due to proportionality: management fees would account for a decreasing proportion of investment if the current structure remains.

In order to embed a culture of evidencing and understanding outcomes, it is recommended all new starters that are ex-offenders are asked to complete the survey upon both joining

and leaving CleanStart. In an ideal scenario better data around employment outcomes would also be recorded; however this is a typically difficult group with which to maintain contact. It's easier said than done, but increased connectivity with operatives that have moved on would greatly improve the ability to evidence real, long term outcomes, thereby building on this research by replacing some of its assumptions with real data.

## Appendix 1: The ex-offenders' journey & stakeholders' involvement



## **Appendix 2: CleanStart – Qualitative interviews with service users**

The overall aim of the study is to understand your experience of the CleanStart project and any challenges you faced, any opportunities that arose for you and whether you have any ideas for service improvement.

The aim of the interviews will be to explore the following areas with service users who have volunteered their time to speak with the THT researcher:

- Experience prior to CleanStart and initial perceptions of CleanStart
- Experience of the project
- Impact the project has had
- Any suggestions for improvements

### **Introduction**

- Introduce researcher
- Explain research: understand experience of being on CleanStart placement
- Voluntary nature of taking part
- Explain confidentiality: storage of transcript, reporting findings
- Length of interview (approx. 30 minutes)
- Check if any questions and that they are happy to proceed

#### **1. Prior to CleanStart (CS)**

- Tell me a bit about yourself
  - Live nearby? Any children?
- Tell a bit about your life/lifestyle prior to starting CS
  - Explore factors relating to that
- What led to applying for the CleanStart placement
  - readiness/change/how found about it
- Perceptions of CS before starting

## 2. CleanStart placement

- Tell me about your placement
  - Activities/role? Hours? Satisfaction with nature of work?
- What did it feel like being on the placement?
  - Explore pride, project support levels, communication...
- Anything else about placement experience like to mention?

## 3. Impact of placement

- Tell me about how the placement has affected you personally?
  - Changes – behaviour/attitude; outlook; financial; lifestyle; acquired further work/job
- Tell me about how the placement has affected others?
  - Changes – family; friends; colleagues – others?
- Has the CS placement had any other impacts or outcomes for you?
  - Explore whether expected these outcomes
- If you had a scale of 1 to 10 and 10 was the happiest and best place you could be and 1 was the worst - where would you place yourself on that scale before the CS placement – and where would you place yourself on that scale now?

### Your Journey:

#### *Personal score of life satisfaction prior to CleanStart*

1. Very bad	2.	3.	4.	5.	6.	7.	8.	9.	10. Very good
?	?	?	?	?	?	?	?	?	?

#### *Personal score of life satisfaction currently/post-CleanStart*

1. Very bad	2.	3.	4.	5.	6.	7.	8.	9.	10. Very good
?	?	?	?	?	?	?	?	?	?

## 4. Overview and suggestions

- What was the best and/or most important aspect of CS placement?
  - Why/reasons?
- What was the least favourite aspect of CS placement?
  - Why/reasons?
- Can you think of any improvements which could be made?
  - If project could be better what would that involve – how – why
- Would you recommend the placement to a friend/family?
  - How would you describe the placement?

## Appendix 3: Questionnaire CleanStart service-users

Trafford Housing Trust and the CleanStart project are trying to understand the impact and value of the CleanStart project for the people who had a placement. We have sent you this questionnaire because between 2008 and 2014, you have been on a placement with CleanStart. We would be very grateful if you could fill in this questionnaire, and let us know your honest opinion about what you feel worked well for you and perhaps what you feel needs improvements.

The questionnaire is in three parts:

- A: explores some basic information about you and your life
- B: is about how you felt before you began CleanStart
- C: is about how you feel now (as a result of your CleanStart placement)

It is a chance for you to have your say and to have your voice heard. The survey is anonymous; you do not have to give your name. We appreciate your time and feedback, as it will help make our service better.

### Part A

*Age (to understand whether the project is experienced differently by certain age groups)*

*Employment status: Are you currently on a CleanStart placement or in employment/on apprenticeship with another company or unemployed...*

- What do/did you like about the CleanStart placement?

Open question

- How do you think the CleanStart project/placement could be improved?

Open question

- If you had not been on the CleanStart placement, what do you think would have happened/ where you be now and what would you be doing?

Open question



**Part B**

You may want to take 5 minutes to remember what life was like prior to starting CleanStart, before answering the questions.

Please just tick the relevant boxes, and note the scale goes from agree to disagree

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
Before I started the project, I was happy with my lifestyle						
Before I started the project, I had good opportunities around work placements and employment						
Before I started the project, I had a stable legitimate income						
Before I started the project, I felt trusted and respected by others						
Before I started the project, I felt confident						
Before I started the project, I had skills and qualifications						
Before I started the project, my family were proud of me						
Before I started the project, I felt positive and hopeful about the future						
Before I started the project, I felt able to leave a life of offending behind for good						
Before I started the project, I felt able to lead a stable and calm life						
Before I started the project, I felt able to be a good family member						
Before I started the project, I felt able to develop friendships and work well with others						
Before I started the project, I was always active/busy						



**Part C**

This section needs you to think about how you feel now.

Please just tick the relevant boxes, and note the scale goes from agree to disagree

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
I am happy with my lifestyle						
I have good opportunities around work placements and employment						
I have a stable legitimate income						
I feel trusted and respected by others						
I feel confident						
I have skills and qualifications						
My family are proud of me						
I feel positive and hopeful about the future						
I feel able to leave a life of offending behind for good						
I feel able to lead a stable and calm life						
I feel able to be a good family member						
I feel able to develop friendships and work well with others						
I am always active/busy						

Thinking of how you feel right now, how important are the following areas for you personally?

How important are the following for you?	Very important	Important	Not very important	Not at all important	Don't know / Doesn't apply to me
People are assessed for their CleanStart placement regarding readiness to do the cleaning					
People do a voluntary placement before they start					
People are involved in project decision making					
People have clear job roles/job descriptions					
People are fully prepared for leaving/exiting CleanStart					
People get training/qualifications and learn new skills					
People have variety in their job role and daily tasks					
People are helped to maintain stability for themselves and their families					
People have job satisfaction					
People get advice and support					

**Thank you for your time.**